

**DEPUTY COUNTY ADMINISTRATOR**  
Sandi Wilson



**OFFICE OF  
MANAGEMENT AND BUDGET**  
Chris Bradley  
Budget Manager

**DATE:** October 13, 2000

**TO:** Presiding Judge, Elected Officials, Chief Officers and Department Directors

**FROM:** Sandi Wilson  
Deputy County Administrator

Christopher Bradley  
Budget Manager

**SUBJECT:** *Managing for Results* – Instructions for Submitting Strategic Plans

As previously announced, strategic plans would be due from departments and agencies on November 3, due, in part, to the requirements outlined in this memo. That deadline has been extended to November 17, 2000. Under the Board of Supervisors' new *Managing for Results Policy (B6001)*, your strategic plans will be part of a coordinated management system that includes budget development. Consequently, these plans set the stage for development of the FY 2001-02 budget.

Your strategic plan package should include the following:

1. A cover memorandum from the agency head (example attached). As shown in the example, the cover memo should include:
  - A summary of your department's strategic issues, which lead to the strategic goals you have outlined in your strategic plan.
  - A summary of how your plan was developed, who was involved, and the dates you held training sessions.
  - A discussion of your implementation and communication plans to achieve your strategic goals.
2. Your department's strategic plan (developed according to the Managing For Results Resource Guide), which includes the following:
  - Your Mission, Vision and Values (Vision statements are optional; Values statements may be the County's Stewardship Statement, or may be unique to your agency).

- Your strategic goals.
  - Completed Alignment Worksheets for each Activity. (An electronic copy of the Activity Alignment Worksheets will be available on the EBC under Managing for Results by October 30, 2000). Alignment Worksheets should include performance measure *definitions*, but it is not expected that you will be able to report *actual data* at this time for all measures, particularly new ones. At this stage of the process, it is important to discuss *what* and *how* you will measure performance, particularly results.
  - A prioritized listing of all budget Results Initiative Requests (formerly referred to as budget issues) that are necessary to carry out your mission and reach your strategic goals.
3. FY 2001-02 Results Initiative Request (formerly budget issues) Preliminary Summary) for each funding request that your department plans to make in order to accomplish its strategic goals that cannot be supported within your base budget (attached). A completed form should be provided for each of the requests. Be sure to indicate the relative priority of each request. A table is provided to summarize your list of results initiative requests.

The next stage of the process is the “corporate review” of department strategic plans. In order to have a meaningful discussion about your strategic plan; it will be necessary to consider the plan’s budgetary impacts. Please bear in mind that we do not expect complete and detailed budget requests at this time, but rather a high-level summary of your budget priorities for next year and your best estimate of what they will cost. Although not finalized, like last year, Results Initiative Requests should not exceed 10% of your base budget. We fully expect that these preliminary requests will be refined and fleshed out when they are submitted with your budget request in February, and that you will not present entirely new budget requests later unless there has been some unforeseen circumstance that precluded you from presenting them earlier.

Please contact Norma Johnson at 506-7177 or Don Colvin at 506-2385 if you have questions.

## ATTACHMENTS

Cc: Board of Supervisors  
David Smith  
Budget Liaisons  
Strategic Coordinators

# SAMPLE MFR COVER LETTER

**DATE:** November 17, 2000

**TO:** Sandi Wilson, County Administrative Officer  
Office of Management and Budget

**FROM:** Agency/Department Director/Elected Official

**SUBJECT:** Appropriate Department Strategic Plan

This department held Strategic Planning Retreats on August 4-5, August 24-25, and September 15 (dates strategic planning sessions were held) in order to develop a strategic plan as indicated in the Maricopa County Managing for Results (MFR) initiative. We had a primary group of 15 supervisors and managers (indicate who participated in planning sessions) who participated in an environmental assessment and helped develop the departments issue statements, strategic goals, mission statement, vision, services and activities. We have adopted the Maricopa County Stewardship Statement as our department values. This core group was also the catalyst for helping our department develop meaningful performance measures and program statements using the MFR purpose statement template.

Under the guidance of our Strategic Coordinator(s), we completed all the requirements of the MFR process as outlined in the MFR Resource Guide. We have reviewed the criteria for each element of the plan and believe our plan meets the expectations. Our department/agency is developing/has developed a plan for communicating the plan throughout the organization and a strategy for gathering the data that will be used for the performance measures we developed.

As department director I accept and endorse this strategic plan as submitted.

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**Department Director/Elected Official**

I have reviewed and approve this plan and it is in alignment with our overall strategic goals.

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**Chief Officer/Presiding Judge**

Attachments:  
Issue Statements  
Values or acceptance of Stewardship Statement  
Completed Activity Alignment Worksheet for each activity  
Results Initiative Request Summary Table  
Results Initiative Request Forms

## **Issue Statements**

1. This factor in our environment will have the following effect on our department in the next two to five years.
2. This factor in our environment will have the following effect on our department in the next two to five years.
3. This factor in our environment will have the following effect on our department in the next two to five years.
4. This factor in our environment will have the following effect on our department in the next two to five years.
5. This factor in our environment will have the following effect on our department in the next two to five years.
6. This factor in our environment will have the following effect on our department in the next two to five years.
7. This factor in our environment will have the following effect on our department in the next two to five years.

## **Values**

**S**hare information and empower others for the overall good of Maricopa County

**T**rust and encourage others

**E**xercise collaborative decision-making

**W**illing to be a guardian of the public's trust

**A**ct timely to obtain results

**R**elentless dedication to providing total customer service

**D**are to take prudent risks to promote continuous improvement

**S**et examples of leadership daily

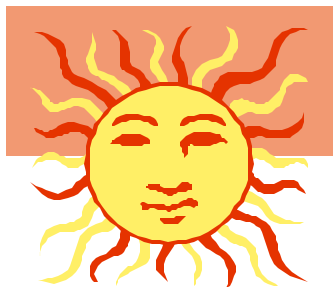
**H**onor public service with integrity beyond reproach

**I**nspire yourself and others to achieve the common vision

**P**raise and recognize others and yourself for positive achievements

## Results Initiative Request Summary Form

	FY 2000/01 Revised	Results Initiative	Results Initiative	Results Initiative	Total with Initiatives	% Increase
Personal Services	5,000,000	50,000			5,050,000	1%
Supplies and Services	2,000,000	4,000	35,000		2,039,000	2%
Capital	500,000			40,000	540,000	8%
Total	7,500,000	54,000	35,000	40,000	7,629,000	2%
# FTE's	75	1			76	



Maricopa County's  
Managing for Results  
**FY 2001-02**

**Results Initiative Request**

PRELIMINARY  
(Formerly Budget Issues)

This request is a tool that will be used by OMB to kick off Budgeting for Results. Please use one sheet for each initiative.

**Department Name:** \_\_\_\_\_

**1. Title of Results Initiative:** \_\_\_\_\_ **Priority #:** \_\_\_\_\_

**2. Brief Overview of Results Initiative:**

**3. Name the applicable program, activity, and strategic goal from the Strategic Plan:**

**4. Expected Result:**

**5. Anticipated Completion/Implementation Date:** \_\_\_\_\_

**6. Description of measures that will be used to track this Initiative (data not required at this time):**

**7. Estimated/Approximate Cost:** \$ \_\_\_\_\_

**8. Expenditure Categories (check all that apply):**

- ☐ Human Resources\* (compensation/staffing)
- ☐ Operations—Technology\*
- ☐ Operations—Supplies and Services
- ☐ Operations—Non-Capital Equipment
- ☐ Capital\*

\*Completing this form does not replace any other review procedures specific to the category of the request.

**9. Potential Funding Source(s):** \_\_\_\_\_

**10. Is this:** ☐ One-Time Funding; ☐ One-Time, more than one year; or ☐ Continuing

**A fully researched description outlining cost, demand for services and including actual baseline measures is required two weeks prior to the budget submission date.**

Department Director (Name): \_\_\_\_\_ Phone: \_\_\_\_\_  
Strategic Coordinator: \_\_\_\_\_ Phone: \_\_\_\_\_  
Budget Liaison: \_\_\_\_\_ Phone: \_\_\_\_\_